

Andy Schor
Mayor



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OFFICE OF THE MAYOR
CITY OF LANSING, MICHIGAN

TO: COUNCIL PRESIDENT, COUNCIL VICE PRESIDENT, MEMBERS OF LANSING CITY COUNCIL; ALL OFFICERS, EMPLOYEES, AGENCIES, BOARDS, AUTHORITIES, AND DEPARTMENTS OF THE CITY OF LANSING

RE: EXECUTIVE DIRECTIVE: THE CITY OF LANSING'S COMMITMENT TO FAIR AND BIAS-FREE TREATMENT OF ALL PEOPLE – 2020-03

The City of Lansing values the powerful voices of our citizens who seek change relative to racial justice in our communities. Recent national events and the disparate impact of COVID-19 underscore the need to address these disparities and have inspired us as a community to work to mitigate bias in the delivery of City services and bring an end to structural racism.

Research reveals that implicit bias impacts and affects the delivery of governmental services. As a result, it is our ongoing responsibility as a city government to marshal policies and procedures that root out, expose, dislodge, and ultimately correct implicit biases and structural racism. Public servants must reflect and translate their democratic ideals by placing racial equity and the elimination of bias at the forefront of policymaking and action. Changing the landscape regarding bias in our community will require everyone's efforts, but as a city government, we must take the lead.

This Executive Directive is intended as the next step on the journey we began in July 2020 with my announcement of a path forward to create a Racial Justice & Equity Community Action Plan, with the assistance of Attorney Teresa Bingman, and the leadership of co-chairs Kimberly Coleman, Human Relations and Community Services (HRCS) Director, and Dr. Daryl Green, Chief of the Lansing Police Department. I appointed community leaders to the Mayor's Racial Justice and Equity Alliance (MRJEA) to examine policies, practices, and biases and to gain a deeper understanding of how to eradicate racism and violence in Lansing through the fair and equitable treatment of all.

The work of the MRJEA has been ongoing and the following professionals have been named to lead committees whose charge is to frame issues, develop goals, and make recommendations for the MRJEA's consideration, using their expertise, information, and data from internal and external scans, including input from City employees and the public. City of Lansing department directors have been assigned to work with the committees to provide input, departmental resources and information. Committee leaders are:

- Arts & Culture: Lorenzo Lopez & Angela Mathews
- Communities & Neighborhoods: Calvin Jones & Lural Baltimore
- Education & Youth Development: Dr. Delsa Chapman & Carmen Turner
- Health & Environmental Justice: Dr. LaKeeya Tucker & Linda Vail

- History of Lansing: Paula Cunningham & Willard Walker
- Housing & Development: Susan Cancro & Joel Ferguson
- Jobs & Economic Development: Karl Dorshimer & Dr. Alane Laws-Barker
- Mission, Vision, Values & Commitment: Lisa Crumley & Dr. Daryl Green
- Public Safety: Pastor Melvin T. Jones & Attorney Pamela Davies
- Training: Linda Sanchez-Gazella, Kimberly Coleman, & Guadalupe Ayala

We are grateful to the City of Grand Rapids as they have graciously shared with us highlights of their racial equity journey, which commenced in 2016 by participating in a cohort along with four other cities that were brought together by the Government Alliance on Race and Equity (GARE). This process informed Grand Rapids’s Racial Equity Plan, and the City has made tangible progress toward the implementation of their plan over the past several years. We have also enlisted the assistance of the Michigan Department of Civil Rights, with Attorney Daniel M. Levy, Director of Law and Policy, serving as an advisor and Michigan Public Health Institute’s Chief Strategy Officer, Dr. Paul Elam, to assist with the internal scan and an employee training strategy.

We know that if we are to really transform the way we think and operate, it will take time and introspection. We need to continue to learn through ongoing input from the community. We are also learning from officials from other cities that have developed racial justice and equity plans and are discovering best practices. We must understand why things are as they are, how they got this way, and what perpetuates these disparities – and we must take bold steps, together, to make our city an inclusive and welcoming place for people to live, work and visit.

After understanding the issues, we will identify steps we can take immediately to begin the process of change. This directive should not be seen as the answer to today’s inequities. It is a beginning. It is also a commitment to do what is necessary to root out the underlying causes of today’s inequities and address them one by one. It is a recognition that if we are really to change how government delivers on its promises, we need to begin by changing the perspectives of the people who are making policy and delivering services.

To support our crucial efforts to ensure the delivery of bias-free governmental services and transparency in city government and to ensure that we develop partnerships and access resources to support our strategic work, I have appointed Guadalupe Ayala to serve as the City’s first Diversity, Equity and Inclusion Officer. She will coordinate efforts between my office, all department directors, the Mayor’s Racial Justice and Equity Alliance, the National League of Cities REAL program, and partner jurisdictions through GARE and locally. This position reports to the Director of the Human Relations and Community Services, currently Kimberly Coleman.

Therefore, pursuant to the direction and mandate given to me by the People of the City of Lansing, as expressed in State Law, City Charter, and City Ordinances, I, Andy Schor, Mayor of the City of Lansing hereby issue the following Executive Directive:

Executive Directive 2020-03

Acting under Section 4-102.1, of Article 4 of the City of Lansing City Charter, I direct the following:

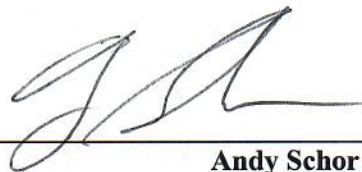
1. Not later than February 28, 2021, the City will partner with the National League of Cities’ Race, Equity and Leadership (REAL) department to secure consultation to provide training and administer advice relative to the development of the City’s racial justice and equity plan.
2. Not later than January 31, 2021, the City will join the Government Alliance on Racial Equity (GARE), a national network of government entities working to achieve racial equity and advance opportunities for all through collaborative efforts, the sharing of best practices, training, and partnership building. The

MRJEA Executive Leadership Team shall work with GARE to identify training to further inform the process of creating a racial justice and equity plan and to determine appropriate training for all department directors and members of the MRJEA.

3. By February 28, 2021, Linda Sanchez-Gazella, Director of the Department of Human Resources, in consultation with Guadalupe Ayala, Diversity, Equity and Inclusion Officer, shall identify and secure implicit bias training that can be completed remotely by City employees. They shall also develop a long-term training plan for City employees to ensure that the City has a mandatory annual training plan in place for all employees once MRJEA's Racial Justice and Equity Plan is approved and ready to be implemented.
4. During 2021, all City employees shall complete mandatory implicit bias training as made available by the office of Human Resources. New employees will be expected to complete this training within 60 days of their date of hire.
5. By May 31, 2021, I will review the Racial Justice and Equity Plan that is recommended by the MRJEA, with the input of department directors. The submitted plan should contain the following components, at a minimum, from each department, in coordination with the Department of Human Resources. These components shall be submitted to the MRJEA to obtain feedback and recommendations before they are incorporated into the Racial Justice and Equity Report:
 - a. An EEOC document with applicable employee information.
 - b. Review of department functions to include but not limited to training, recruitment, hiring and contracting efforts relating to diversity. The department must include discussion on efforts to attract, hire, or promote a diverse group of qualified applicants.
 - c. Review of the minimum requirements for each position to assess whether unnecessary requirements may be limiting applicant pool.
 - d. Available data, disaggregated by race, identifying who among Lansing residents they are serving with existing programs. To the extent that data is incomplete, the plan will include how more complete data will be collected in the future.
 - e. Identification of measurable disparities that may be tracked on an annual basis, and at least three steps to be taken to address them in the first year.
6. The submitted Racial Justice and Equity Plan should contain the following components from the work of MRJEA committees that address the City's operations, with the approval of MRJEA members:

- a. Foundational principles
 - b. Issues identified
 - c. Strategic Vision
 - d. Goals
 - e. Recommended Action and Timeline
 - f. Recommended Pilot Projects, if appropriate
 - g. Desired Results
 - h. Expected Outcomes and Timeline
 - i. How to Measure Success, Indicators of Success and Milestones
 - j. Accountability Measures
 - i. Who is on point for each action and
 - ii. Who is on point for sharing progress with the public and receiving input from the public
 - k. Training Recommendations.
 - l. Resources and Budget Required for Implementation
 - m. Recommended Collaborations and Partnerships
 - n. Other Emerging and Relevant Issues to be Addressed
7. The Racial Justice and Equity Plan should also include a recommended internal policy that includes a commitment to provide inclusive work environments that promote equity and inclusion. Once all the recommended operational policies are approved, department directors will ensure that all employees have read and understand the related policy.
8. By August 2021, the City of Lansing Police Department will focus on racial justice and equity through a comprehensive, community-driven independent review of its departmental policies and procedures. This review will be conducted by a reputable outside contractor and focus on the following key areas: use of force & de-escalation, body-worn cameras, bias-free policing, accountability & oversight, community engagement, officer wellness, recruitment & retention, and arrest management. The consultant will complete an assessment of the Lansing Police Department and recommend changes consistent with the 21st Century Policing Taskforce guidelines.
9. By August 2021, the City of Lansing Fire Department will focus on racial justice and equity through a comprehensive community-driven independent review of its departmental policies and procedures. This review will be conducted by a reputable outside contractor. The consultant will complete a workplace culture assessment of the fire department and will recommend changes consistent with professional standards that include diversity, inclusion and equity. The consultant will also identify related training needs for the Fire Department.

If we are to be fully successful, we must take the time to build this crucial plan for change together, with the full commitment and participation of every City employee and resident. I, and the City of Lansing, have committed to this change.



Andy Schor
Mayor